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Two of the 30 participants were men who felt they faced their own glass ceiling experiences within the workplace. The PDM curriculum required all of us to work through life-like scenarios, which allowed us to respond in real-life ways. Some of the many topics discussed included: Leadership, Project Management, Strategic Focus/Communication Skills, Presentation Skills/Briefing, and Writing and Negotiations. Each topic was discussed then put into action by participants performing in realistic simulations of workplace situations with guest speakers offering helpful executive insight. In addition, each participant was required to bring an idea for a special project that would benefit the work environment and/or the Agency. All participants accomplished that task and are prepared to implement the projects. The daily training sessions were long, but the rewards were great. During the four weeks, the 30

participants created a bond that will last throughout their careers.

The PDM and other such leadership development programs are necessary for DCMA to remain competitive. I believe DCMA has changed for the better and will continue to change with the needs of the defense industry. Concurrent with these changes is the need for leaders to have the appropriate abilities to guide, motivate and make decisions within a diverse work environment. Technical skills are no longer the only basis for becoming a leader — what is needed is a combination of technical, leadership and people skills. Diversity within a work environment requires the emotional intelligence, cultural background, values and morals that all of us bring to the workplace. As a progressive agency, DCMA has recognized this transformation of skill sets and thus developed programs such as the PDM.

DCMA Transitions out of the Balkans Theater

by Mr. Wayland Burton, Strategy and Performance Development,
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The Defense Contract Management Agency (DCMA) transitioned out of the Balkans on Sept. 1, 2005. Army Col. Timothy D. Dixon, DCMA Southern Europe commander, cased the DCMA flag, and the North Atlantic Europe (NAU) Corps of Engineers raised its flag to signify the official transfer of contract administration operations. In attendance was customer representative Ms. Deborah Duncan, Programs and Project



(Right) A map of the countries that comprise the Balkans region.

Col. Dixon's DCMA Southern Europe CCAS team successfully listened to the voice of the customer while overseeing KBRs' contracted efforts.

Management deputy, Corps of Engineers Transatlantic Center.

DCMA has been a part of *Operations Joint Forge* and *Joint Guardian*, NATO-led peacekeeping missions in Bosnia-Herzegovina and Kosovo, respectively, since the mid-1990s. The DCMA Southern Europe office has been supporting the U.S. Army Europe (USAREUR) in the oversight of the Kellogg, Brown and Root Services (KBRs) Balkans Support Contract. Col. Dixon and his staff have successfully enacted the vision of Air Force Maj. Gen. Darryl A. Scott, DCMA director: to make DCMA an indispensable partner by continually focusing on the customer. The DCMA Southern Europe Contingency Contracting Administration Services (CCAS) team listened to the voice of the customer while overseeing KBRs' contracted efforts, which include trash collection, electrical and road maintenance and mortuary affairs. Throughout the mission, Col. Dixon's "point man" to the customer was Army Maj. Vernon Jamison, who adopted Col. Dixon's philosophy of "being involved with the customer at an individual level."

Maj. Jamison's personal resolve was always closely intertwined with both the mission and his interaction with the customer. "PBM [performance-based management] — that's what I do, that's what I live," stated Maj. Jamison when describing his role. In fact, Maj. Jamison's PBM philosophy was so successful that he garnered recognition from USAREUR Deputy Chief of Staff G4 Army Brig.

Gen. Larry Newman. On a recent USAREUR

visit, Brig. Gen. Newman expressed his delight to Col. Dixon that DCMA had assigned an employee to his staff. Puzzled, Col. Dixon questioned who that individual was, certain that no one from DCMA Southern Europe had been placed on the general's staff. When Brig. Gen. Newman related that the employee was a major who provided weekly updates concerning the status of contracting oversight in the Balkans, Col. Dixon knew immediately the identity of that major. Maj. Jamison believes that PBM entails providing customers with insight that is valuable to them, thinking as customers would think and anticipating their needs to the point where customers view DCMA as part of their organization.

DCMA Southern Europe was not resourced to continue contract administration support past Sept. 30, 2005; consequently, they developed a seamless two-tier contract administration transition plan. The first component of the plan involved staffing — training temporary NAU administration contracting officers and quality assurance specialists and providing NAU with position descriptions so that NAU could hire a suitable administrative workforce. The second component was a transition of processes — sharing policies and procedures with NAU and preparing weekly briefings on Balkans operations. In addition, DCMA Southern Europe granted NAU access to the Plant Clearance Automated Reutilization Screening System, an automated process for reporting, screening, requisitioning and disposing of excess government property located at contractor facilities.

The casing of the DCMA colors in the Balkans represents the end of that mission but not the end of DCMA Southern Europe's style of interacting with its customers, a style with which they certainly exceeded USAREUR's expectations.

(Left) Mr. Arianit Reka, DCMA Southern Europe, receives a Certificate of Appreciation from Army Col. Timothy D. Dixon, DCMA Southern Europe commander. (DCMA staff photo)

